



Shown from left to right unfurling the AAC flag are MILDEP LTG John S. Caldwell Jr.; former Assistant Secretary of the Army for Research, Development and Acquisition Gilbert F. Decker; ASC Director COL Mary Fuller; and ASAALT Claude M. Bolton Jr.

The third annual Army Acquisition Corps (AAC) Ball, held late last year in Alexandria, VA, attracted about 400 guests, including active and retired military, civilian, and industry members of the acquisition community. Among the ball's many highlights were the unveiling of the newly approved AAC flag and presentation of the FY02 Project Manager of the Year, Product Manager of the Year, and two Acquisition Commander (AC) of the Year awards.

Authorized by the Institute of Heraldry, the AAC flag was officially presented to Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) Claude M. Bolton Jr. during a special Old Guard ceremony. The flag displays the AAC logo on a vibrant ultramarine background. The

logo symbolizes the Army acquisition workforce attributes of innovation, excellence, and dedication. Also entwined on the flag are the Greek letters alpha and omega to indicate the intricate and continuous acquisition process. The flag's eagle, our national symbol, represents vigilance and military preparedness. In addition, the color black alludes to dependability and solidarity, the gold and silver (white) signify excellence and integrity, and the laurel symbolizes honor and achievement. All AAC centrally selected commands at the 0-5/GS-14 levels and above (or equivalent personnel demonstration broadband level) are authorized to procure and display the AAC flag. Additional information on how to acquire an AAC

flag can be found at <http://asc.rdaisa.army.mil>.

Assisting Acquisition Support Center (ASC) Director COL Mary Fuller in presentation of the Project Manager of the Year, Product Manager of the Year, and two AC of the Year Awards were Bolton and ASAALT Military Deputy (MILDEP) LTG John S. Caldwell Jr. Award winners and their achievements are discussed below.

### Project Manager Of The Year

COL Nickolas G. Justice, Project Manager, Force XXI Battle Command Brigade and Below (PM, FBCB2), received the FY02 Project Manager of the Year Award. The FBCB2 is the Army's premier battlefield digitization system and an ACAT ID program that provides

## Annual AAC Ball . . .

# AAC FLAG UNVEILED, FY02 PMs/ACs OF THE YEAR NAMED

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COL Nickolas G. Justice, PM, FBCB2, accepts the FY02 Project Manager of the Year Award from ASAALT Claude M. Bolton Jr. (left) and MILDEP LTG John S. Caldwell Jr. (right).



LTC Donald A. Hazelwood, PM, A2C2S, accepts the FY02 Product Manager of the Year Award from MILDEP LTG John S. Caldwell Jr. (left) and ASAALT Claude M. Bolton Jr. (right).



*Sandy Sieber, Army Contracting Agency, accepts an FY02 AC of the Year Award on behalf of CQL John A. Merkwan, Commander, USACCE and USAREUR PARC, from MILDEP LTG John S. Caldwell Jr. (left) and ASAALT Claude M. Bolton Jr. (right).*



*LTC Christopher M. Rasmussen, Commander, U.S. Army Dugway Proving Ground West Desert Test Center, accepts an FY02 AC of the Year Award from ASAALT Claude M. Bolton Jr. (left) and MILDEP LTG John S. Caldwell Jr. (right).*

Army tactical vehicles with situational awareness and command and control at the platform level on the battlefield. Justice's efforts on this program resulted in improved system performance, added capabilities, and improvements in the sustainment of the system.

The PM, FBCB2 manages the research, development, acquisition, testing, fielding, sustainment, and modernization of approximately 5,600 FBCB2 systems valued at more than \$200 million, and approximately 3 million lines of code worth more than \$350 million. These systems are in operation at Fort Hood, TX, and at Fort Lewis, WA, and in Europe in support of national security objectives. Justice manages more than \$130 million in annual budget appropriations and three major contracts valued at \$745 million. These appropriation and contracts are part of a \$2 billion out-year plan that represents the Army's foremost solution to meet the joint vision imperative of information dominance on the battlefield. Additionally, Justice mentors two assistant product managers and leads more than 100 government and contractor professionals.

To keep abreast of technological opportunities in a quickly changing digital commercial environment, Justice partnered with Carnegie Mellon University's Software Engineering Institute and used the Acquisition Support Program to re-architect and transition FBCB2 technology into the Army command, control, communications, computers, intelligence, surveillance and reconnaissance solution for Future Combat Sys-

tems (FCS) Block I. This large-scale reuse strategy included numerous benefits such as faster time-to-market, ease of integration, defect reduction, and 3:1 use of cost-reduction versus redevelopment.

When Justice assumed the PM role, reliability concerns and system-of-systems technical challenges jeopardized the FBCB2's scheduled initial operational test and evaluation (IOT&E). The test was renamed as Limited User Test (LUT) 2A and the IOT&E was rescheduled; nevertheless, the Army's need for situational awareness and battle command and control remained. He initiated discussions at the senior executive level with a major DOD contractor to correct known issues prior to the scheduled LUT2A test date. Under Justice's leadership, hundreds of software performance reviews were eliminated and software reliability increased more significantly than earlier versions of software, allowing for continued fielding of a much-needed capability to III Corps.

Because of Justice's efforts, PM, FBCB2 is equipping two Brigade Combat Teams in support of Operation Enduring Freedom. Further, in response to an urgent U.S. Army Central Command Operational Needs Statement, within 120 days, he and his team delivered an upgraded tactical operations center capability to the Coalition Forces Land Component Command. This endeavor resulted in the upgrade of the audio and video capabilities necessary to coordinate and control all of the Army Battle Command Systems efforts in theater.

### **Product Manager Of The Year**

LTC Donald A. Hazelwood, Product Manager, Army Airborne Command and Control System (PM, A2C2S), received the FY02 Product Manager of the Year Award. The A2C2S Office plans and implements all aspects of program management, budget, engineering, acquisition, operational and developmental testing, and logistics support for a state-of-the-art digital situational awareness and command and control system that supports Army transformation. In addition, the A2C2S Office has responsibility for horizontal technology integration for a program valued at \$962.1 million.

Hazelwood coordinates with various Department of the Army organizations to design, develop, produce, and integrate 120 A2C2S mission equipment packages onto the Army's UH-60L BLACK HAWK helicopters. He expanded the A2C2S team to a product-oriented, functionally independent organization of more than 100 military, civilian, and contractor professionals encompassing areas of technical, business, test, program management, and special projects. Hazelwood was cited for leading this team to achieve extraordinary results in accelerating the acquisition process and fielding much-needed capabilities to the warfighter.

Hazelwood adeptly developed a three-phase approach to cost-reduction: maximum use of mature existing technologies, fabrication and early deployment of an A2C2S demonstrator, and development of a streamlined approach to contract manage-

ment. By establishing multiple Memorandums of Agreement with different organizations to integrate government off-the-shelf and commercial off-the-shelf equipment, he was able to reduce upfront expenditures and long-term costs through use of existing inventories and standardization of new items. Through this method, and using the Aviation Applied Technology Directorate, Hazelwood built and fielded a demonstrator system for the 101st Airborne Division (Air Assault). This effort resulted in a streamlined schedule; a strong foundation for prototype development; and a low-risk, affordable, and executable future path.

The A2C2S is one of only two DA programs identified to align with the new DOD 5000 series acquisition directives, policies, and guidelines as directed by the MILDEP. Through Hazelwood's guidance, the A2C2S team realigned the program to comply with the new acquisition model and revised program documentation in a minimum amount of time. He conducted an initial baseline review as well as preliminary and critical design reviews, and the prime contractor started binding metal on the first prototype system—all within 10 months from contract award.

To capitalize on Hazelwood's demonstrated organizational skills, the Program Executive Office, Command, Control and Communications Tactical selected him to lead the Balkan digitization initiative. In this role, he worked with various contractors, support agencies, and field headquarters in Europe to synchronize production capabilities, shipping schedules, and unique field requirements to realize an optimum management balance. His efforts enabled him to effectively coordinate and oversee the fielding of 365 situational awareness and force tracking systems in Kosovo and 70 systems to the Southern European Task Force in Italy ahead of schedule.

### ACs Of The Year

COL John A. Merkwán and LTC Christopher M. Rasmussen were each recipients of an FY02 Acquisition Commander of the Year Award.

Merkwán was recognized for his outstanding achievements as the dual-hatted Commander, U.S. Army Contracting Command Europe (USACCE) and the U.S. Army Europe (USAREUR)

Principal Assistant Responsible for Contracting (PARC). He provides installation and contingency contracting support to the Army's only forward-deployed corps and to all USAREUR units and supporting organizations. As PARC, Merkwán oversees more than 40,000 contract actions valued in excess of \$1 billion annually. He is responsible for training, maintaining, and deploying a ready contingency force to support the full spectrum of joint, coalition, and unilateral operations. As the Executive Agent for Contracting in the Balkans, he supervises and rates Air Force, Marine, and Army personnel who provide contingency contracting support in Bosnia, Hungary, Kosovo, and Macedonia.

Merkwán is uniquely responsible for a vast, diverse, and geographically broad spectrum of duties and missions on two distinct fronts. He leads a workforce of more than 325 local civilian and military professionals and an additional augmentation workforce assigned to contingency offices. He commands four deployed joint contracting centers and routinely supports numerous exercises and missions. Always cognizant of operational tempo and stewardship of resources, Merkwán managed to close three offices and reduced deployed personnel by 33 percent without degrading support. He was at the forefront in developing doctrine for contractors on the battlefield, including sponsoring several process action teams that provided comments to the General Accounting Office for its report on this issue.

Merkwán's accomplishments and the command's high standing is further evidenced by the favorable report of the recent Procurement Management Assistance Team review. PARC/USACCE was commended in a number of important areas including the development of innovative business processes, programs, pilots, and initiatives and the use of commercial practices. The innovations and improvements he has brought to USAREUR are remarkable, and he has established the USACCE as one of the Army's premier contracting providers.

Rasmussen was recognized for his contributions as the Commander, U.S. Army Dugway Proving Ground West Desert Test Center, Dugway, UT, where he leads more than 450 military, civilian, and contractor scientists, engineers, and analysts who perform more than 200 major tests per year. He is responsible

for an annual budget that exceeds \$65 million and for operating complex test facilities and ranges with a real property value of more than \$175 million within 800,000 acres of a remote major DOD range and test facility.

Specifically, the Dugway West Desert Test Center is the Nation's premier center for testing chemical and biological (CB) defense systems; smoke, obscurants, and illumination systems; and meteorological and environmental technologies. In addition, the center develops associated modeling and simulation capabilities. Rasmussen's extensive knowledge of military equipment testing enabled him to manage the development and deployment of the Army Test and Evaluation Command (ATEC) Four-Dimensional Weather System. This system provides enhanced meteorological and modeling support capabilities at the major test ranges and proving grounds.

Rasmussen's largest contribution is the absolute commitment to ensuring that warfighters receive the best CB defense equipment and protective clothing available. To achieve this, he ensures that each item tested meets all technical and safety requirements. Further, he provided support for decontamination operations for the September 2001 anthrax attacks on the United States by directing the team supporting the Environmental Protection Agency's remediation of the Hart Senate Office Building. He also developed a chlorine dioxide decontaminant for six strains of anthrax used in this operation. In addition, Rasmussen initiated actions to be the first ATEC organization to obtain ISO 9001-1994 certification, which was completed early in FY02. Rasmussen's efforts have made Dugway Proving Ground's West Desert Test Center the "tester of choice" for any CB defense equipment or operational issue encountered by the joint Services.

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